

EUROPEAN-AMERICAN MULTINATIONALS--ARTS AND CULTURAL EXCHANGE  
(A PROJECT PROPOSAL)

Cultural Resources (C/R) has developed a capability for discovering potential sources of culture support in the private sector, and for informing and advising non-arts private corporations of advantages in the arts. C/R can employ this capability in Western Europe by:

1. Encouraging and assisting companies in America that have affiliates in Europe to sponsor varied and continuing programs of cultural exchange between their American and European installations.
2. Accomplishing the same with European multinational corporations engaged in business in the United States.
3. In some cases, extending the supported programs to the general public outside the adjoining communities of their operations by touring, broadcasting and filming.
4. Consulting and exchanging information and techniques with non-governmental international groups actually or potentially engaged in and affected by culture-support activities.

- \* All arts and aesthetic activities would be encouraged, as appropriate to the circumstances, resources, and preferences of the principals.
- \* All types of artistic groups will be assisted, excepting generally the top-ranking, highly visible, performing groups and museums.
- \* The proposed work would be based at a small office, located in Strasbourg, where a first-class university and an active culture development agency of the Council of Europe exist.
- \* A Managing Associate, a Senior Associate, and one Secretary-Office Manager would be employed.
- \* The formal structure would be that of a non-profit European company, whose Board of Trustees would be half American and half European.
- \* The cost of the project is estimated at \$140,000 per year, 60% of which would consist of salaries.
- \* The budget of the first year would be made up of funds solicited from governmental sources; the second year would require half from the government and half from private contributors in America.
- \* In subsequent years, the income of the office would come from charges in connection with services.
- \* The businesses involved in the cultural activities would profit from improved teamwork, morale, and public relations.

\* The proposed office would begin operations in September, 1979.

The purposes of the operation are in line with current directives of the United States government to the cultural agencies, in regard both to the advancement of the arts and in the promotion of sympathetic communication among the countries concerned. Further, the method used--that of non-governmental interchanges--is preferentially stressed by the U.S. government.

A handwritten signature in black ink, appearing to read 'A. de Grazia', written in a cursive style.

Drafted by: Dr. Alfred de Grazia  
Cultural Resources, Inc.

## HOW MULTINATIONAL ARTS INTERCHANGE WOULD WORK

- 1) Cultural Resources/America approaches Company/America home-office (after introductions and with favorable indicators from reconnaissance).
  - 2) Co/A is interested and informs Cp/Europe that, if agreeable, it will do its share.
  - 3) CR/Europe confers with Co/E.
  - 4) Co/A & Co/E hire CR/E to plan an Arts Package
  - 5) After consideration, the parties agree to a 3-year Project:
    - \*1st year: Interchange of large chamber orchestras, locally based, local style repertoires, 1-month stands in plant, communities, and broadcasts.
    - \*2nd year: Interchange of locally produced graphic and plastic arts for exhibition at plants, communities, and possibly tours.
    - \*3rd year: Choral music, Soloists, and small one-act Opera Groups--locally based--exchange performances three occasions during year.
  - 6) Performance: CR supervises packaging, which is partly in-house at Co/E and Co/A, and partly contracted with persons, groups and communities.  
CR provides cost/benefit evaluation annually.
- 

Estimated costs (+ or - 30%) Three Years' Total + \$300,000 + minimum irreplaceable decision time (50 hours) + internal costs (4000 hours), less 50% for tax deductability. Cash outlay = \$25,000 quarterly. No accounting for voluntary participation time.

Benefits: Employee morale; managerial cohesion; community and public relations; advertising; international amity.

MEMORANDUM

March 19, 1979

TO: MESSRS. GRAVES, MILLER AND SKUCE

FROM: CARL STOVER



SUBJECT: AL DE GRAZIA'S PAPER ON MULTINATIONALS AND CULTURAL EXCHANGE (ATTACHED)

As you know, Al has been conjuring with new ways of enlisting multinational companies in cultural exchange. In case you have not seen it, a copy of his most recent draft is attached. We need to decide how it should be modified to make it most appealing to possible funding sources. I have asked Hazel Zuchelli to get us all together for this purpose.

(mail 28, 3)

DRAFT MEMORANDUM

TO: CARL STOVER  
FROM: ALFRED DE GRAZIA  
DATE: MARCH 12, 1979  
SUBJECT: EUROPEAN-AMERICAN MULTINATIONALS--ARTS AND CULTURAL  
INTERCHANGE (A PROJECT PROPOSAL)

Cultural Resources (C/R) has developed a capability for discovering potential sources of culture support in the private sector, and for informing and advising non-arts private corporations of advantages in the arts. C/R can employ this capability in Western Europe by:

1. Encouraging and assisting companies in America that have affiliates in Europe to sponsor varied and continuing programs of cultural exchange between their American and European installations.
  2. Accomplishing the same with European multinational corporations engaged in business in the United States.
  3. In some cases, extending the supported programs to the general public outside the adjoining communities of their operations by touring, broadcasting and filming.
  4. Consulting and exchanging information and techniques with non-governmental international groups actually or potentially engaged in and affected by culture-support activities.
- \* All arts and aesthetic activities would be encouraged, as appropriate to the circumstances, resources, and preferences of the principals.
  - \* All types of artistic groups will be assisted, excepting generally the top-ranking, highly visible performing groups and institutions.

- \* The proposed work would be based at a small office, located in Strasbourg, where a first-class university and an active culture development agency of the Council of Europe exist.
- \* A Managing Associate, a Senior Associate, and one Secretary-Office Manager would be employed.
- \* The formal structure would be that of a non-profit European company, whose Board of Trustees would be half American and half European.
- \* The cost of the project is estimated at \$140,000 per year, 60% of which would consist of salaries.
- \* Half of the budget of the first year would be made up of funds solicited from governmental sources, and half from private contributors in America.
- \* In subsequent years, the income of the office would come, so far as possible, from charges in connection with services.
- \* The businesses involved in the cultural activities would derive pecuniary advantages from improved teamwork, morale, and public relations.
- \* The proposed office would begin operations in June, 1979.

The purposes of the operation are in line with current directives of the United States government to the cultural agencies, in regard both to the advancement of the arts and in the promotion of sympathetic communication among the countries concerned. Further, the method used--that of non-governmental interchanges--is preferentially stressed by the U.S. government.

Carl--The above is intended to be the initial memorandum (neated up) that will be circulated for advice and help.

Hypothetical Case of How  
MULTINATIONAL ARTS INTERCHANGE WOULD WORK

Cultural Resources/America approaches Company/America home office through introductions and favorable indicators from reconnaissance.

Co/A is interested and informs Co/Europe that, if agreeable, it will do its share.

CR/Europe confers with Co/E.

Co/A & Co/E hire CR/E to plan an Arts Package.

After consideration, the parties agree to a 3-year Project:

\*1st year: Interchange of large chamber orchestras, locally based, local style repertoires, 1-month stands in plant, communities, and broadcasts.

\*2nd year: Interchange of locally produced graphic and plastic arts for exhibition at plants, communities, and possibly tours.

\*3rd year: Choral music, Soloists, and small one-act Opera Groups--locally based--exchange performances three occasions during year.

CR provides cost/benefit evaluation annually.

CR supervises packaging, which is partly in-house at Co/E and Co/A, and partly contracted with persons, groups and communities.

---

Estimated Costs (+ or - 30%) Total \$290,000 + internal costs, before 50% deductability. 1Y = \$110,000; 2Y = \$30,000; 3Y = \$150,000 (CR fees included).

Benefits: Employee morale; managerial cohesion; community and public relations; advertising; international amity.

## ALTRUISM IN BUSINESS ARTS-SUPPORT

1. Provides a generally better way for the public to spend their time than the way they now spend it.
2. Makes a reliable contribution to the prestige of the country in regard to the rest of the world.
3. Builds a more understanding, communicative, sympathetic, and learning population.
4. Refreshes and generates original talents that ultimately lead to improved sciences of all kinds.
5. Increases in a fairly reliable way the gross happiness quotient of society.
6. Reinforces several widely accepted public policies of personal liberty, energy conservation and the promotion of a wide spectrum of voluntary associations.
7. Increases the opportunities for admirable top-skilled creative individuals around the country, and the opportunity of enjoying personally an acquaintanceship with such people.